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ON BUYING AND USING PRINT

*Practical Suggestions from a Librarian
to the Business Man*

By JOHN COTTON DANA

Librarian Public Library, Newark, N. J.

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PREFACE

Mr. Merle Thorpe, editor of *The Nation's Business*, the organ of the U.S. Chamber of Commerce, asked me, in 1917, to prepare for his journal a series of lists of books and journals on business. These lists appeared in sixteen issues of the journal, between November, 1917, and July, 1919. The lists were compiled, with notes and comments, by Linda H. Morley and Adelaide C. Kight, the moving spirits of the Newark Library's Business Branch. They were then revised by me, after conferences with the compilers, and fitted with introductions. These introductions took final form at my hands. After the series came to an end, the editor of *The Nation's Business* kindly gave me permission to use them in book form as I saw fit. They were then freely edited, again with the help of Miss Morley and Miss Kight, and appear in this volume as a series of comments on the selection and use by business men and corporations of print of all kinds.

It seems proper to add that the volume, "2400 Business Books and Guide to Business Literature," H. W. Wilson Co., 1920, by Morley and Kight, will be found to include, under its thousands of alphabetically arranged headings, references to books, journals, parts of books and pamphlets, with publishers and prices, covering all the subjects found in this volume, and many others. The existence of this well known list make references to specific books quite unnecessary in this volume.

J. C. DANA.

Public Library, Newark, N. J.
December, 1921.

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ON THE USE OF PRINT IN BUSINESS

CHAPTER I

THE USE OF PRINT IN BUSINESS

We Americans read more on the average and learn more than do the people of any other country; but the reading and the learning of our best men is not up to the reading and the learning of the best men of other great nations. Do not ask me to prove this, for it would take too long. Read, and you will find it out for yourself.

What results from these facts? This results: Our general average of fair intelligence enables us to do a great deal of good work with the almost boundless resources and the countless opportunities which our great new country offers, but, when we begin, as we are now beginning, to compete on fairly even terms with other and older countries, we are handicapped by our relative lack of men who have read and studied widely and intensely and learned much.

Do not ask me to prove this, for it would take too long. Read what the best students say, and you will learn it for yourself.

The wish to learn is born in part of a feeling of ignorance; and the growing feeling among our great business men that they need to learn—that they should put themselves in the forefront of world knowledge, just as mother nature has put them, here in our great land, in the forefront of opportunity—is my excuse for writing this modest volume.

Another thing that goes to show that we, as a people,

8. THE USE OF PRINT

now know that we have not read all that we can and should read lies in the wonderful growth in the last few years of books and journals on every aspect of production and distribution. They are printed, therefore they must be wanted. To want a thing is to need it; to need it is to feel the lack of it; and to feel the lack of business knowledge is to admit a business ignorance.

Our business men need to read more, to read better things, and to learn more from what they read,—and all these things they are now doing.

Business men in my own city, have been for several years learning to use more and more print and to use it to better and better advantage. The branch of their public library that they most use is in the center of the city. It has been trying for nearly ten years to keep ahead of the demand of Newark business men by putting on its shelves books on every aspect of business, with business pamphlets, magazines, maps and journals of every kind, before business men discovered that they existed and bought them for themselves. These business men have used their library's business branch to good advantage, and naturally the trustees of the library have spent more and more money on it each year.

Six years ago, the person in charge of this branch was set at the job of making a list of good business books. In about a year she found 1600, and this list, skilfully arranged, was published by Wilson, the book-list publisher, with the cooperation of the Associated Advertising Clubs of the World. It sold so well that the Newark library people immediately revised and enlarged it, including in it about 2100 books. They again called it "1600 Business Books," when it was reprinted, because that title had become well known. A third complete

revision was published in September, 1920, under the title "2400 Business Books and Guide to Business Literature."

As the compilation of this book was in no sense a money-making undertaking, being the work of a municipally supported institution, I venture here to say frankly that it is easily the best thing of its kind in the whole field of the literature of business.

The business men of every city should ask for a business branch of their library unless their main library is in the heart of the business district.

Many large concerns now have research libraries of their own. Public libraries will never be able to gather, and arrange for ready use, all the material that every great business must use daily if it is to keep ahead in the new international competition. But, consider the economic waste involved in the collection by forty or more firms, in Newark, for example, of thousands of dollars' worth of books, maps, charts, pamphlets and journals already to be found in the Newark library! This collection supplies general and special information that every great enterprise needs. Why duplicate it in a city even once?

The shrewd manager will use his public library, will study it and find what ground it covers and then will collect for his own special library only those things he needs which his public library does not furnish, or those things which he needs so frequently that they must always be at hand.

Foreigners tell us we have, in industry and commerce especially, the conceit of our ignorance. We grow so fast, and are so rich and do so well that we think we must know it all! The fact is that we have not, in our industries, kept up with the latest things in production

and distribution. We are learning our weakness, and are beginning to use all the world's knowledge by finding it in all the world's books.

Today, as never before, the man who wins is the man who reads,—or commands others to read for him. Somehow, by some road, the story of the last thing done in your line of work,—no matter where it was done,—must come to a rival in your enterprise who can and will apply it to his own advantage.

You may not need a library in your shop or office ; you certainly do need an open road from the world's daily output of information to the brains of those who are directing your affairs. It is for this open road that I am pleading. Since the war's close you need it more than ever. Germany for years applied learning to industry, and commerce, and war ; and Germany was,—so high authority assures us,—the world's most efficient nation when she was misled into war. All great nations are now eager to apply learning to business, and we should be most eager.

If it is feasible, and it is more often so than many business concerns realize, then you should secure the best tool to use in learning all that print holds for you, and that is a growing, changing and living library of your own. Your library may be small ; but your librarian should be an expert ; by and through your own books and journals he will give you informational first aid, and soon will know how to lay hands on all that you need in your more difficult problems from large libraries nearby.

CHAPTER II

HOW TO BUY PRINTED INFORMATION

The average business man usually makes a poor job of buying books. The reasons for this are, (1) He does not know how, and, (2) He does not ask an expert.

He never learned how because, as a boy, he was not compelled to, either at home or in school; and because, when he went to work, the only gospel he heard was that of learning by doing; the method of the "hard-headed, practical man of affairs," plus that of learning by keeping his ears open!

He does not ask an expert, because he has never heard that a man who knows books, an expert, knows anything more than "library" books, that is, highbrow books, literary books which the "professor" uses, books his wife and daughter talk about at their clubs, and novels.

Now the fact is that handling books is quite a trade. It means, in its larger sense, getting knowledge of books of every kind, of books on Tanning Leather and on the Purchasing Powers of China as well as of books on Greek Temples and on the Mound Builders of the Mississippi Valley.

But, you may ask, can a mere "book-man" learn anything about real business from books? He certainly can. It would be easy to find men, and women too, mere book people, or closet philosophers, who can, from books,—and the word here includes journals,—first learn and then set down in plain reading a better statement of the latest and best processes employed in almost any field

of human activity, than can nine out of ten of the business men who are making money out of those same processes.

That seems a daring statement. I make it chiefly to call attention again to the fact, that all of business ways and business knowledge, all of it, is in print, and that a skilled book worker can find it and can use it, and can make it useful to others.

Returning to the bad habit of buying books unwisely, in which so many business men indulge. It shows itself chiefly, as yet, in homes. Here you will find,—if you find books at all,—shiny bookcases with glass doors tightly shut, full of useless truck, often bought from agents at exorbitant prices. The book-man sees these, perhaps is asked to admire them, and weeps to think that a shrewd man, successful in his particular game of life, can be so dull as to spend his money on books in contented ignorance and to take pride in his purchases!

For his shop or office the business man buys with even less skill than he does for his home;—for he doesn't buy at all!

After a tirade like that a little advice is due, and here it is:

1. Buy the books you need.
2. Find out what you need from an expert.

Books contain information. Every man needs information. If he thinks he does not, that's a sure sign he does. Tell an expert on the subject of "what there is in print," or permit him to learn what your business is; then he will name to you books that will give you information which you have not, and tell you how you can get it out of them.

3. Buy books of a book dealer, the best you can find.

You need not go to his store yourself; send him a letter. If you have a large order and are not sure you know a reliable dealer, ask the librarian of your public library to name one. If your public library is quite small, or if, whether small or large, it is run by its trustees and not by its librarian, then write to your state library commission at your state capital. Nearly every state has such a commission, and its business is to advise all applicants for information on books, book-buying and book-using. These commissions employ skilled people to give this advice.

The owner or manager of a large business will not, of course, do the book-selecting and book-buying. He will turn it over to someone. That someone will be wise if he goes first of all to the public library. If the local library is not a big one, let him try the nearest city. He should tell who he is and what he wants. What he wants is this: a chance to look over at his leisure all the books, journals, etc., that the library thinks would interest a man who plans to buy a special library on his own business. This is not a trade secret or anything to be kept from competitors, so he can speak freely; indeed he will save time and trouble if he writes or phones before he makes his visit, stating his wishes clearly and fully. He will then find, when he gets to the library at the hour and day he has named, the things best worth his seeing all set out for him in a quiet corner, and also some one ready to explain matters to him and answer questions. Having had his eyes opened to the literature of business in general and of his own industry in particular, by the library visit, he will be quite wise if he frankly tells his employers that they should turn over to an expert the selection and the purchase of the books and the installation and management of the whole library scheme.

Incidentally it may be said that there are a few books, of the kind commonly called "reference," which every large concern should buy and place where they can be easily used by the management, the office staff, foremen and heads of departments.

It may be well to say that all the above advice has been written with a "business" library in mind, that is, a library the first purpose of which is to help a concern to go. A library which is to form part of a welfare movement, for employees generally, is quite another thing.

CHAPTER III

HOW TO MAKE PRINTED INFORMATION AVAILABLE FOR YOUR BUSINESS

Memory-improvement schemes again flood the market. If you can find one that will enable you to hold in mind all the things about all aspects of your business that have passed under your eye for one year or ten years past, buy it; buy it quick,—and then make your office boy learn it. Make him your living index. Don't use it yourself, and don't turn yourself into an encyclopedia of your business. First, you can't; and next, if you could you'd be a terror to your friends and a burden to yourself.

No, if a thing is on paper—in writing or in print,—even if it is only a short note in fine type at the foot of page 742 in the appendix volume to volume 7 of Thorburn on Theoretical Chemistry, it can be so indexed, for your special needs, that it will jump to your hand just precisely when you need it. And, until you do want it, it will not be cluttering up your brain.

I am trying now to interest you in the art of classifying print for your special use, the art of so fixing all the print you can find that is of use to you that you won't need to invest in a memory-improving device to enable you to find what you want in your "Library"—when you want it.

First, it should be said that if you are a busy manager of things, then you cannot find time or energy to master any indexing or classifying scheme. But you do need

to know that there are books on filing, indexing and classifying. Then you need to make sure that your office staff knows them, and has got all your office needs out of them.

And here let me remind you that if you have a valuable office boy who doesn't need any system, having all the items of your business for years back "in his head," remember that he may die. If it is your secretary who thus serves you, remember that she may marry. The details of a whole business, or even of any large part of it, should never be the property of any one person.

If you have a library as part of the equipment of your plant, and if it is so managed that you find it pays you to have it, then it grows daily. As it grows, the books, pamphlets, clippings, letters and manuscript reports, summaries, extracts and notes need to be arranged in groups according to the subjects with which they deal. So to arrange them is to classify them. To classify them wisely and thoroughly and so to name or label the classes that they are easily distinguished one from the other, and so that all classes closely related one to another come near together in file or pamphlet box or on the shelf,—this is to "master" them, to control them, to get out of them for daily use all that is in them for you.

Men of science discovered years ago that this classifying of knowledge is a mastering of knowledge.

Classification problems, then, are very old; and attempts at their solution are just as old. Of all these problems one of the hardest to solve is that of printed things. It has not been solved yet. But the best attempt ever made is the one by Melvil Dewey. It is in book form, it is quite well up to date, it is well indexed, it is quite simple, it is fully explained in a preface, and it is used today in thousands of libraries large and small in

this country and in many countries of Europe. It is Decimal Classification and Relative Index, 10th edition, \$7.50, 1919; or 3rd abridged edition of the same, 1921, \$3.25 Forest Press, Lake Placid Club, N.Y.

You may not need it. Your library may not be of the kind or size that calls for classification. You may be content with an arrangement that puts your books and other print in a few large groups, to which you give convenient names. But if you have a person to care for your library and that person does not know about "Dewey's Classification," you can be quite sure that he knows little about the proper arrangement of print, and that he does not deserve the name of Librarian.

But, after all, classifying the information your business needs is, as I have already hinted, but one part of the larger and more important task of filing and indexing that information. Classification is an essential, but is in most cases not the great essential. You already file your correspondence, and very likely you index it in some more elaborate manner than that of arrangement by names of your correspondents. But this mastery of your letters and their attached memoranda is but the beginning of what a great business needs. As I have said, all the printed and manuscript information which your "master of information"—your expert librarian—will gather for you will call for a classification; but, over and above this problem of classification will come the problem of storage. In former days this problem was solved fairly well by the bookcase, for the simple reason that the form in which nearly all your information came to you was that of the book. This is true no longer. The objects gathered for your "library" will no longer fall into the form of the old time collection of bound volumes. It will include newspapers and journals and clippings

and extracts therefrom; pamphlets and leaflets of a thousand different sizes; pictures and maps of every conceivable form; typed, written, drawn and blue-printed notes, memoranda, maps, plans and reports. Much of this material will go readily into the ordinary filing cabinet, and much will not. For it all you will need a scheme of handling which will no doubt include a classification, and most emphatically, a scheme of filing and indexing.

Your part in the laying out of these schemes cannot by any chance be that of the expert. An attempt by you to expertise the information—or library—department of your business would be as foolish as would be an attempt by you to expertise, for example, your chemical department. It is for you to secure, to handle the information your concern may gather, a person expert in filing, classifying and indexing in all their aspects. You can, as already intimated, discover by brief reference to the best books on these subjects, if the person you have engaged is really an expert or is no more than a graduate greenhorn, with a handy patter of library terms, and without wide knowledge or experience.

The books which will enable you or one of your lieutenants to test your librarian's breadth and skill can be seen at the public library near you, and probably can be borrowed on a telephoned request.

CHAPTER IV

BOOKS OF GENERAL AND FUNDAMENTAL INFORMATION

These are the books of the dictionary type, and are usually called "Reference Books."

You can buy, for the sum you pay an ordinary "hand" for one year, the ever-ready service of a few thousand clever brains. Remember that.

To a man who wishes to get, for example, the facts about trade with South America, all books are "reference" books. If he knows how to use print to gain his facts, he does not say to the librarian, "Give me a book to read on South America." He says, "Find me all the recent things you have on Trade with South America." And then he "refers" to all the books, journals, government documents, pamphlets of many kinds and a pile of maps and charts which are spread before him. To "read" any one of them would be a waste of time. To "refer" to them all with the skill of a trained print-user, is to start himself on the road to knowledge of the subject.

Now, the habit and the power of "referring" skilfully to all that a well-equipped library can supply on a given subject, are things the business man very naturally has not. They are not in his line. He should hire them.

In the libraries of the country are several thousand persons with this habit and this power, ready and eager to put themselves at the service of the men who need them. Their respective communities have hired them and they would rather, especially in these days of indus-

trial pressure, help an industrialist of their city than anybody else. And rare is he who has a collection of print in his own works, with a person with the habit and power of print-using in charge of it.

But, speaking of "referring" to books, remember that there are books which are well and properly known as Reference Books, that is, Books to be referred to and not to be read. They are condensed information; sometimes universal, like a general encyclopedia, sometimes special like a gazetteer. The central offices of big concerns can get along with none or very few of them—as in most cases has been proved by the fact that they have done so. But now, more than ever, the central offices are learning that a book of the kind I am here speaking of, priced at say five dollars, costs only a day's wages of a good assistant, and earns its cost fifty times a year.

That you can, as already stated, buy for the year's salary of one competent man the ever-ready services of a few thousand clever brains,—this fact has been known for a long time. Few businesses have taken advantage of the fact,—in this country. To buy and have at hand these "Concentrated Knowledges" in the form of Reference Books should become the nation-wide custom of business houses.

Further exhortations on this subject would be useless. But this might be added: that right now, when it is harder than ever to find well-informed and experienced helpers for office, bank, factory or store; for buying, making, selling or shipping,—right now, when an executive can multiply the knowledge of his whole staff by spending a few dollars on a package of books,—and making his staff use them,—it is not to America's credit that it isn't done oftener!

One more illustration: You make shoe-strings,—a

very good kind. You advertise them. You and your ad-man have run out of ideas. Having ceased to sniff at book-learning, you send the ad-man to Webster's dictionary, a book which several thousand wise men have been nearly a hundred years in making good. You say to him, "In this book look up the words Shoe, String, Tie, Bow, Buckle (buckles came in with Queen Anne), Tape, (you make the tape string), and Weave. Note origins, meanings, quotations, references to persons and events. Follow up references to other words. Chase down everything you see that bears on the art of holding a shoe on a foot. Then, write me a shoe-string story out of that dictionary." The ad-man will be surprised, and so will you. And you will have ideas for a campaign of advertising with picture, story, history, poetry and what-not, and can make your public believe that the world is all held together with a shoe-string!

Great is the Dictionary; and do not forget that besides the general dictionary which you have long owned, and rarely used, there are now to be had dictionaries—and expanded dictionaries called encyclopedias—on many special subjects, probably including your own business.

CHAPTER V

PERIODICALS: BUSINESS AND TRADE

This is the day of the journal and the pamphlet. Later I purpose to say something on the "Wise Choice of Pamphlets by the Man of Affairs." Here is a word on journals, a topic on which it is impossible to be greatly wise, for the printing press has got away from us and all the libraries, catalogers, indexers and digesters of the world cannot get its products under control. Great things happen daily and good ideas come forth daily in every quarter of the globe and all jump into print and ask to be read, understood, and properly placed in relation to every man's economy for that day. We are periodically intoxicated, that is, we are quite befuddled with "periodical" literature. We invented printing and are now printed to our undoing. Every idea and every trade, profession, calling and every aspect of every calling has a journal. Our own Federal Government publishes over forty journals merely to report a few of its doings.

Send for the price list of these journals to the Superintendent of Documents, Washington, D.C.,—it is a revelation to most business men; and subscribe for those that touch on your business. If you are interested in export trade, the Commerce Reports, weekly, \$3.00 per year, will be most valuable to you.

Of journals on special subjects we print in this country over 3000. Whatever your field you will find more than 100 journals dealing with it so closely that, if your

business is large, you need to keep in touch with all of them.

And the one supreme suggestion I am here trying to convey is this: Get a print expert, let him make himself a living dictionary of your business; make him explore daily the world's print and bring to you out of it, closely condensed, the facts and opinions that will help you, your department heads and your specialists and your technical men. And, particularly, make him explore the world's special journals.

Periodicals on business in general are indispensable. To see the business significance of the "news," meaning the events behind the "news"; and particularly the significance of news as it will affect your own business;—is not this the handle to business opportunity? Today more than ever, with the swift and tremendous developments in our business world, the answer is, yes.

How to keep abreast of the news of each day and how to interpret it in its relation to business; this is the problem that every business man has to solve.

Some men try to cover the whole field and try to see how each day's news affects all business; but, unless they have brains of great generalizing power and are miracles of endurance, they are overcome by the breadth and complexity of the ever-new problem of the influence of the world's daily harvest of tremendous change on any given enterprise. Almost every successful business man has some favorite method of acquiring the information he needs and relating it to his own special activities. To do even this calls, today, for tireless energy and a vision of unusual breadth and clearness.

But if a group of skilled workers and students, closely cooperating specialists, were to study each day the important events of the previous day, and analyze and ar-

range them, and then were to put in print as sound an opinion as their combined abilities could produce of the probable influence of those events on the world's affairs,—here would be something which each individual business man of fair intelligence would surely find helpful in his efforts to see clearly the bearings of world-events on his own special enterprise.

There are editorial staffs which try to do this, and perhaps do it as well as the limitations of time, of human intelligence and of cooperative skill permit. For a few dollars per year, you can have at hand daily, weekly or monthly the results of the work of these editorial staffs.

CHAPTER VI

PAMPHLETS

You have seen the mail come daily into the office of a big concern for fifteen or twenty years, and have watched it grow. You have noted that it brings few books and every year more and more pamphlets? If not, then someone has held them up at the door, for they come in a growing flood to every office in the land.

If you have kept an eye on them you have seen that they improve in value to your concern even faster than they grow in number. How do you use them? Quite likely not at all. How do you treat them? Quite likely as if they were one of your office bug-bears. A few you take home to read, and they drift into the waste basket. A few you send on to your directors, or to your heads of departments and foremen. A good many go into the office waste-basket at once. A lot of them seem too valuable to throw away, and not quite valuable enough to read, and these you throw onto a shelf and there they lie, and the pile grows, and gathers dust and looks hopeless and useless, and finally gets dumped!

Now, so far as that is a true picture of pamphlet-handling methods in the office of a big concern, it is a picture of an error in judgment.

No one can tell what each and every office should do with its vast incoming stream of pamphlets. But here are a few general suggestions, suggestions which would not be needed at all if every big office had a librarian who

could handle skilfully and get a maximum of value out of every bit of print that came in.

Print on a gummed slip a list of all the titles, with numbers, from one up, prefixed to the titles, of the more important persons in your whole works,—the titles and not the names of persons, because the latter change often. From a copy of this list which you keep on your desk, pencil on pamphlets as they go under your eye the numbers,—sometimes one, sometimes several,—of such departments and official positions as you wish the pamphlets to go to. A clerk gums the slip to each pamphlet and on it checks the numbers to which it is to go according to your notes and sees to it that it arrives. You add notes or questions to any or all of the numbers when you pencil them on, as your judgment indicates. For example, one pamphlet on a machine-shop stock room suggests certain promising checking devices. Your pencil note on the cover says, "27," which is the number assigned to Stock-room on your printed list, "RR May 1." Your clerk translates this into instructions to the person in charge of your Stock-room to read and report on this pamphlet before May 1.

Further details are out of place here, though I will add that periodicals are pamphlets, and so are articles clipped from them. Also I will add that by a circulating device akin to that suggested, about twenty-five families in my native New England village have for over seventy-five years provided themselves with the reading of the best English and American journals and the cream of American and English books, and the village, though it has not increased in size in all that time, is reputed to be one of New England's cleanest and richest. Into big concerns, or into little villages, intelligence percolates if it is always at hand,—and the pamphlet, plus the period-

ical, is today intelligence in an ideal form for percolation!

Do you ask where these thousands of pamphlets come from? There are many sources. Hundreds of associations of business and professional men print pamphlets occasionally,—some of them frequently.

Get on the mailing list of associations working along the lines of your business. You have a purchasing department? Join the association of purchasing agents. An accounting department? Join the organizations of accountants that publish valuable reports. Have you employment problems? Get the papers of employment managers' conferences, etc.

Can you afford to have a man in charge of your business who is ignorant of new things in that business? If these pamphlets and other printed things come to him and he, in turn, is made to send them on to men concerned with the particular subject each treats of, your plant is speeded up the more by the only factor that can speed up anything,—Old General Intelligence.

How find the names of these organizations? Ask your public library.

CHAPTER VII

MAPS AND GRAPHICS

Here are points on map-using and on certain useful maps.

An executive cannot take time to read pages of typed reports and recommendations? But he must have definite facts on which to base decisions? The answer is graphics and maps. Try it the next time you want an O.K. for your plan. Put your facts into a diagram or chart or map that tells the story with few words of explanation and base your recommendations on it.

Maps are one of the oldest forms of graphic presentation. They are easily read. What a single good map can tell would fill volumes of print. Rough but telling ones are easily drawn; by adding a few marks and lines you can make a map almost speak. No wonder they are daily finding new uses in business.

Have you ever seen a national advertising campaign worked out on a map? This is the way one firm does it:—The advertising and sales managers compile a list of towns within certain limits of population. The towns where the firm has no customers are marked on a map of the United States with white map pins; towns where sales fall below a certain per cent, with red; towns showing a reasonable quota of sales per capita, with black. Picture the map to yourself; sections of the country where advertising is needed show up readily. The kind and amount of advertising to be used in any section is

now indicated and, later, the results of advertising as shown by increased sales in each district.

Next, maps are colored by the sales department to show sales districts and district headquarters. Exclusive territory assigned to agents, into which the company's sales force does not go, is circled with green pins. Branch stores and locations of dealers are indicated by other colors.

Before the campaign is under way each district manager has a map of his district marked just as is the original in the main office, and a map of all states included in his district showing routes of each salesman and tracing his work from day to day. Pins with celluloid heads on which salesmen's names are written indicate the towns where each salesman is to stop, and a colored string, connecting the pins, shows his route. A string of another color is connected with each pin as he reaches that town. A glance at the map shows where each man has been and now is. For the larger cities visits are routed on a city map.

If the state maps used show mileage between towns, and approximate population of towns, the sales-manager has a check on both the traveling expense and the time required by the salesman to cover his territory.

These maps and many others which suggest themselves as the campaign progresses, graphically present to executives, their plans in process of being carried out.

Maps can thus be applied to your problems whatever they are. Special pins may mean, to you, towns that have municipally owned power plants or more than four hardware stores, or where steel products in excess of \$500,000 a year are manufactured; in fact, they can visualize for you any factor in whatever plan you may want to put into operation.

Salesmen who use the Business Branch in Newark go there before starting on a trip, and, with city maps and a street guide or city directory, plan their routes within the cities they expect to visit. They do not waste time finding their way about a city with which they are only partially familiar.

The hit-or-miss method of wagon delivery in a city is wasteful of time even with drivers who know the city and for dealers who have few wagons. Those firms save money who put someone familiar with the city on the work of laying out each day's deliveries. No expensive equipment is needed; a 25 cent map of the city mounted on anything that will hold tacks, ordinary thumb tacks, and a street guide or directory. When the tacks are in, the quickest route shows itself almost automatically. A colored string is run around the group of tacks assigned to each driver, and the stops are listed for him in their proper order. With slight variations this method can be used for any routing within a city; house-to-house delivery of samples and circulars, visits of salesmen or agents, etc.

A map of the city, or of the city and nearby towns, hung in the office, will be used to good purpose. The messenger you send down town will not ride five blocks out of his way or waste the time of two or three people in the office trying to find the quickest route, if he can go to a map before he starts.

A shipping department generally has railroad and transportation maps. Large manufacturers are now operating auto truck trains and find automobile road maps and blue books useful in many ways.

The exporter surely needs maps of the countries in which he is seeking trade. One firm doing business in

Latin America provides each man in the export department with a pocket map of South America.

Convenient and expensive methods may be bought or made to order. Much money can here be spent. Many think that maps cannot be well cared for without expensive equipment. The "map and tack" cabinets sold by map publishers consist of shallow drawers on the bottom of which state maps are pasted. With reversible drawers, only half as many are needed, but reversible drawers are not very satisfactory when you want to keep pins in the maps permanently.

The Newark Business Branch has 5,000 maps. The problems for us, as for any business house, are ease of use, economy of space and inexpensive equipment. The solution is found in vertical filing.

Sheets of pulpboard, $27\frac{1}{2} \times 39\frac{1}{2}$ inches, are trimmed to size 27×38 inches. One map is mounted on each board. One edge of the map is placed one inch from a long side of the board and there held by a one-inch strip of bond paper pasted down over its entire length. If the map is smaller than the board, its lower edge is held down by pasting a one-inch strip of bond paper over its entire length. If the map is larger than the board, it is folded as need be once or even twice, and is then attached to the pulpboard by bond paper over the fold, the fold being placed an inch from a long edge of the board, and bond paper pasted along it.

These boards are filed in a vertical map file, three feet, four inches wide and two feet, five inches deep, inside measurement, like cards in an index. The name and character of each map are written on the edge of each board above the bond paper strip. Colored bands of various colors are placed across the tops of the boards as guides to keep the boards in alphabetic order. The

vertical map file is made of seven-eighths of an inch cypress and runs on casters. Vertical partitions every six inches keep the boards upright. The cover is of compo-board covered with Rugby brown wrapping paper, and is hinged on. This vertical map file will hold one hundred fifty maps 27 x 38 inches or larger. They catalog themselves and can be easily removed for examination.

These "vertical map files" are made by a carpenter and cost \$25 each.

Maps to be used with tacks need to be mounted on compo-board, heavy straw board or cork with compo-board backing. When pins are to stay in maps permanently, the boxes in which the maps are kept need narrow tin grooves at each side to hold the maps apart. If short, needle-headed map pins are used and are pushed in all the way, they do not fall out if the maps are kept vertical.

For maps not used for tacks, but in frequent use in an office, a convenient and inexpensive method is to put them on shade-rollers fastened to the under side of a high shelf.

On "graphics," the art of representing output, costs, sales, profits, losses and endless other important aspects of manufacturing, trade and transport by diagrams, there are now available good books, which your librarian should have and should know how to present helpfully to the heads of your staff of workers.

CHAPTER VIII

PRINT USEFUL IN ORGANIZATION AND ADMINISTRATION

The value of efficient organization, and of selecting the type of organization best adapted to a given undertaking, was brought home to us during the war. We had to bring into being, almost over night, organizations that a few years ago would have been thought of as gigantic. This work called out the best organizing brains of the country. The occasional inevitable failure to select the organization best adapted to each particular task, emphasized the necessity of good selection, especially as the undertaking was huge and speed essential.

The best of the knowledge about organization and administration that has been acquired to date is now in print,—and business men should know how to find it.

Here are a few suggestions to organizers, on finding useful things in print which are typical of countless others that a skilled "information finder," commonly called a librarian, can easily supply.

Many of the questions which arise in the early stages of an enterprise can be answered in part by figures, reports and estimates of experts published by Federal Government bureaus.

If the enterprise involves the manufacture of an article which, it is hoped, will gain general distribution for consumption throughout the country, then the consumption figures printed in the Statistical Abstract of the U.S., published by the Bureau of Foreign and Do-

mestic Commerce each year, and for sale by the Supt. of Documents, at 50 cents; and the figures found in trade journals, or in abstracts of business information furnished by "Trade Services" and commercial journals will throw light on the opening problems. Population figures for the country are published in many forms and are helpful in analyzing the market for a particular article. They show the numbers of persons engaged in each of many different occupations, and are grouped by age, by income, and by nationality; the number of families who own their own homes; the number of dwellings, etc. These and many other classifications, divided by states and cities, make it possible to estimate the possible consumption for an article in accordance with its use and appeal.

Industrial engineers can and do investigate and report on the factors for and against developing a profitable business under conditions prescribed by their clients. Advertising agencies undertake the study of conditions affecting a given business, and outline the possible market for its products and the best means of reaching that market.

It makes no difference whether the business undertaking is manufacturing or retailing, or is large or small; these questions, and others like them, must be answered; and in most cases can be answered by an expert on print—a librarian.

A point to be considered before permanent organization is cost. The outlay required, cost of operation and time it takes for returns to come in, all affect the amount of capital required. Many trade associations have studied this question of cost. A list of associations of special trades will be found in a pamphlet issued by the Bureau of Foreign and Domestic Commerce, "Commercial Organizations in the U.S.", Miscellaneous Series No. 61,

for sale by the Supt. of Documents, Washington, D.C., 15 cents. The Bureau of Foreign and Domestic Commerce and the Federal Trade Commission have published pamphlets on a number of manufacturing industries, like that of shoe and leather, giving cost of manufacture, percentage of overhead and depreciation, cost of selling, etc. for articles manufactured by each trade.

The "Census of Manufactures, 1914," published by the Bureau of the Census, 1919, gives figures that throw light on the amount of capital required in different lines of business, as well as on the cost of operation.

Then, there is the question of location. If a retail business in a certain city is under consideration, the classified directory of that city shows the location of all competitors; a real estate atlas gives suggestions as to character of population in different parts of the city; density of population, and transportation within the city. If the directory includes a list by streets, the occupation of householders in given sections can be learned.

Traffic figures can often be obtained from the reports of city plan commissions, of trolley companies or city department reports. Tax maps, found at the city hall, and clippings from the business pages of local newspapers, tell much about the character of population in given areas.

If the undertaking is a manufacturing business, information will be needed on value of land; cost of building; supply of labor of the kind required; transportation for workers; sources of supply of raw material; freight cost and the best outlets for the commodity, whether through jobbers, national advertising, direct selling, etc.

An illustration of what a "print expert" can find for you is given in the case of a man representing a large manufacturing concern in New York, who visited the Business Branch of the Newark Library. His firm wished

to build outside of New York City. Their plant employed a number of skilled mechanics, many of them living in towns in the northern part of New Jersey. He used, first, the Topographic Maps and Geologic Folios issued by the U.S. Geological Survey. These showed surface geology and told what kind of foundation would be needed and the relative cost of same in different localities. Next, Real Estate Atlases which give the general layout of towns and undeveloped areas suitable for factory purposes were used; then the Official Guide and Bullinger's Guide, which tell of transportation facilities and direct lines of communication between the towns in which many of the workers lived, and any suggested location of the new plant. Reports of the United States Employment Bureau supplied figures for the labor market; the trade directories showed the nearest sources of raw materials and supplies.

CHAPTER IX

USEFUL STUDIES ON OFFICE MANAGEMENT

Most of the employees in any firm are either handicapped or assisted by the office, and in turn, either handicap or assist the office in proportion to the degree of harmony with it which they display in their work. The office is the center of organization; it is in direct contact with every other department, being the source of information to which they all turn.

It is still a common custom for quite large firms, to have no heads of the several departments within their "office." There are several reasons for this. In many cases the office has grown up in such close touch with heads of the business, or members of the firm, that it has not seemed necessary for it to have a special manager. Yet, as a matter of fact, the office that is supervised by a member of the firm largely runs itself; since the many important matters that come to the head of the business make it impossible for him to give to his office as a whole more than a cursory supervision. This perhaps accounts for the poor management of many offices, and for the fact that surveys of many businesses, made through the application of effective cost systems, often show that the cost of operation of the office is far greater, proportionately, than the cost of the other departments. To keep any department running efficiently, some one person must be responsible for it and keep it up to standard.

In many firms, clerical workers are still divided between different departments. In others, a central office

is instituted and all clerical work is done under the supervision of an office manager, although many of the clerks work under the immediate direction of other department heads. This is in line with the principles found most effective in the production side of industry. As in the factory, supervision of all work of the same kind is centralized under one head; although immediate instructions may come from either the central planning department or from a person in charge of work of a specific kind.

Books and other printed things may easily be found in which the organization of an office and the work of an office manager, such as methods of selecting and training office workers and of establishing routine processes and testing results, are described in detail.

Many large firms find it advisable to make of their office rules and instructions an office manual. One can find in print abundant reports on how this has been done, and what such a manual usually contains. They note among other things the best practice in general office service; such as the handling of incoming and outgoing mail, messenger and telephone service between departments and the use of machines and other time-saving devices.

Many books and pamphlets tell of good ways to carry out the details of office work, and lay down tested principles of office administration. Correspondence, filing and stenographic departments, for examples, are treated here and there and very fully. One report gives a chart at the beginning which suggests the best method of instituting scientific management in an office, in accordance with modern systems.

They give also systematic studies of all phases of office and clerical work, grouped under headings, and

include the layout of space and equipment, appliances used, training, supervision and salary plans for employees, and methods of making and filing records for all departments.

One of the most obvious ways of cutting down expense in a large office is by the use of machines and labor saving devices. The office manager can and should know what machines exist and how and where they can be used to eliminate labor. The manager should discover just when work of any given kind is sufficient to offset the initial expense and upkeep for machines. This means that he must know in advance what time-saving devices exist and what they do. He need not travel about to learn these things by observation; they are fully described in print.

Young people entering business are often unfamiliar with the every day practice and terms used in an office. Many business colleges and commercial schools teach shorthand, typewriting, bookkeeping, etc., yet fail to provide their students with a knowledge of business practice. Certain books give this information briefly and in such form that a person unfamiliar with business can gain from them the information he needs, and can learn from them the meanings of unfamiliar terms.

CHAPTER X

EMPLOYMENT DEPARTMENT

The business executive has again and again to choose the man who will best meet the requirements of a certain position. How is he to know the best out of twenty applicants? Well, he can learn much about his problem from books. One may advocate and explain the method of judging men by facial characteristics and other surface qualities, and may show the vast waste to which industrial concerns are subjected through continuous hiring and discharging of employees, through loss of efficiency in plants due to the time spent in training new people, through waste caused by inexperienced workers, and time lost while the new hand learns the geography of a new business.

Another gives methods of testing for special characteristics and the fitness of one having those characteristics for work of different kinds; and includes forms and instructions for testing such qualities as concentration, memory, accuracy, strength of will, power of estimating accurately, initiative, decision, ease of comprehension.

Still another describes what traits and activities go to make up that quality which results in successful control of others,—suggestion, discipline, idealism, stimulation, instruction,—and how to meet the varied difficulties in administration that come to every executive, such as lack of interest and adaptability, opposition born of

dissatisfaction covertly expressed by men here and there in a shop, and slowness of assimilation.

Jones & Brown hear how well the employment department of a rival house is working, and decide to establish one of their own. They pick Johnson to run it. He probably knows nothing of the details of his new work, and has only a few vague ideas about it, gained in his general business experience. If Jones & Brown do not know something of the extent and character of the things in print on the subject of the job for which they have engaged Johnson, then they, or one of their employees should get posted thereon. Their librarian will gather material for them which will make it easy to learn enough about the subject to give a thorough examination for efficiency of their new department head.

CHAPTER XI

ACCOUNTING DEPARTMENT

The wise manager wants to have his work tested; he wants, that is, an impersonal estimate of his ability to manage.

Accounting will give it to him.

Accounting is no respecter of persons, feelings, or opinions. It translates the man, his plans, his methods, his choice of subordinates, his short cuts, prices, discounts, cost estimates, and his whole managerial policy into cold, impersonal figures. It lays bare his failure to make his enterprise profitable; and it brings to light also the poor judgment, the ignorance of facts and the lack of imagination which underlie his failure.

Good accounting lays on the manager the blame for the poor work and the credit for the good work of employees, for he chooses them.

On the other hand, this same accounting shows plainly that to the manager goes credit for profits and for the sound condition of the enterprise.

A good accounting and cost system shows up weak spots. It should tell a manager what lines of product pay and what do not. It should enable him to gauge the efficiency of each department and to trace the reasons for inefficiency and waste of material or labor where such exist.

But accounting does far more than test a manager; it tests a whole business; tells where profits come in and where and how the losses go; points to good work in

this department and to poor in that; finds wasted material and material well used, and puts its finger on leaks as well as on savings.

The manager is rarely an accountant and does not need to be. He does need to understand the reports the accountants prepare and to be able to draw conclusions from them.

The practice of applying expert accountancy and careful study of costs to going concerns has spread rapidly in recent years,—and it was high time that it spread. Today one of the most reassuring aspects of business life is the growth of the habit of subjecting concerns of every kind to the ruthless dissection of accountant and cost student. And nowhere is this growth more clearly in evidence than in the output and popularity of good print on these subjects. Ten years ago it would not have been possible to find books and articles on this subject, for they did not exist. Today they are here; new and better ones come tomorrow, and they are freely bought.

As in advertising, the fewer mental steps the reader has to make, the more successful the advertisement; so reports of an accounting department should call for the least possible working out by the manager. If an accountant must interpret them as well as make them, they are of little help.

The good accountant presents much of his report in diagram,—that is graphically. Hence the value of good books on graphics.

The easy going decision "to stock up heavily on bar pins this winter because people seem to like them," or "to enlarge the shoe department because we need more space for the stock," may be steps on the road to the bankrupt court instead of to increased profits. The bar

pins may have been priced too low to bring a profit; and the shoe department may be actually running at a loss. These are the kinds of things that happen when estimates are made on rough computations and not on accurate cost figures.

Progressive trade papers and trade associations have recently worked out systems of accounting particularly adapted to specific industries. The systems have been compiled by experts, after studies of industries and with the cooperation of association members. Ask your own association and trade paper what are the best systems of accounting and costs for your business, and learn what they have done in this line. If they have done nothing it is time they woke up.

In any event, your library—call it your information bureau if you prefer that term—must have in hand, well arranged and easily accessible, the latest information in print on all the wide field of accounting.

CHAPTER XII

CORRESPONDENCE DEPARTMENT

The letters that leave your office every day, your silent salesmen, are always at work for you. Every piece of typewriting that goes out signed by you is making friends, customers and sales for your company. Much selling value, too, lies in letters which are not selling letters at all. And even the unimportant notes written by your stenographer often bring orders through their skilful use of apt words and phrases. The spirit in which your executives have answered the letters that come to their several desks has made friends for your company. The clear, simple, slightly humorous and intensely human way in which all possible friends and customers—and this means all correspondents—are approached on paper, has built up that good impression of your firm which underlies its success.

Briefly put—every item of your correspondence is an advertising item. The selling value of the “type-written word” is a very real thing and every letter signed with your firm’s name contains some of the factors that stimulate desire for your product in the mind of the man to whom it is addressed.

Even the correspondence you call “routine” is always selling your products. You carefully and almost prayerfully construct your “sales letter”; but it is the ever-present friendly and genial note, found in all your outgoing mail that has assured for the sales-letters a word of welcome everywhere.

All these things are true of your firm, of course! Of other firms they are equally true. The experiences of other firms in this field of letters can supplement yours to your profit.

The correspondence men of many large firms met not long ago in a "Better Business Letters Conference." Their proceedings tell what the other man is doing. Titles of a few typical papers read and discussed are: "Sales attitude, its place in every letter," "Training letter writers," "Getting better letters." Here is practical help to your correspondence department. Some firms print "Correspondent's manuals" which make good reading for your executives and their staffs.

Supplementing these things that grow out of everyday office problems are books. Some of these are books for beginners; others are of direct, practical value.

Of books planned to "do the dictating for you," there are many. The time these will save for you is in direct proportion to the kindness of your customers in asking just the questions to which these books give proper answers! But, they do give a clue to the kinds of letters other firms are using. The day of the "form paragraph" would seem to be here. And, some degree of more or less automatic dictation has become almost a necessity.

CHAPTER XIII

ADVERTISING DEPARTMENT

In recent years our national organization of advertising men—it is called "The Associated Advertising Clubs of the World"—has acquired numbers, money and influence. For details consult its journal, "Associated Advertising." Its best work has been in making good its motto, "Truth in Advertising." It has done much to make advertising clear, truthful and helpful, and to check its native tendency to waste money for both advertisers and those moved by advertisements. It believes that good advertising lowers the cost of distribution; and it is laying plans to add greatly to its powers in the work of making advertising both true and helpful.

We of America are the world's greatest advertisers; and this means that we are the world's greatest readers of advertisements. Very proper it is, then, that we have here an organization, formed by advertising experts but including thousands of men of whose business advertising is only a part, which is trying to keep advertising clean. At headquarters in New York is a big staff of workers, equipped with an up-to-date library of business books; and in the field are always active emissaries of sound advertising doctrine.

In view of the facts just cited it is not strange that it has frequently been said of advertising men that they were the first to recognize the large returns to be had from the use of printed information, and that they make

better use of books and other print than any other group of business men.

This may account for the fact that more good books are published on advertising than on any other business subject.

The advertising agent is largely responsible for the tremendous development of advertising in recent years. The more merchants and manufacturers he could persuade to take space in the journals he represented the more his business prospered; and the more progressive he was the sooner he saw that only by genuine expertness could he prove to business men the value of advertising. To gain expertness he wisely had recourse to the experience of others in print.

Conclusion: Your Business Information Bureau, or Library should have in hand, or have ready access to, the best of all recent print on advertising.

CHAPTER XIV

THE SALES DEPARTMENT AND MAILING LISTS

Can your selling cost be reduced? You cannot answer "No," until you have read what other men and firms are doing and have tried out the things they found worth while.

The cost of marketing is usually too high compared with that of production. Searching tests were applied to production before the installation of the newer methods of management commonly called "scientific." Thus standards of production were worked out and applied in many industries. But the need of working out and applying like standards in marketing is not yet fully appreciated.

Scientific management is not a magic method by which perfect results may be obtained. The essence of it is simply management, mastery, control, based on full knowledge of both men and materials. Scientific management is never passive. It concerns itself with all details, large and small. It leaves nothing to chance or guess. It means learning all the facts relating to the work to be managed and then proceeding according to the dictates of those facts.

In managing sales it may seem that more must be left to chance than in managing production. Both men and materials of a sales department are, in many lines of business, scattered through many cities or states; and human nature in buyers must be considered as carefully

as that in salesmen. This means that the problem has many factors and is very complicated—not that it is in any sense insoluble.

As it is more difficult to direct the work of selling than it is of production, the former is often less effectively done. Yet certain firms have so organized their sales that the working out of problems of management becomes a pleasure.

When these firms began to investigate their sales systems they found, as they had already found in production, wasteful methods and lopsided development.

The old way of selling goods was to hire a salesman and put up to him the job of finding a market. The exceptional man produced as good results under the old methods as he can under the new; but the quasi-independent salesman method is somewhat of a lottery. Few firms are now content to place on the shoulders of their salesmen the whole complicated task of selling.

Under the old method, selling was largely a personal affair. Customers bought of the salesmen, not of the house. If a salesman left one firm for another he took his customers with him: a fair procedure in most cases, for the salesman's work and brains had secured the customers, the house, in many cases, doing nothing to help him. Here was reason enough for sales fluctuations; here was an element of chance; and good business eliminates chance as far as possible.

Moreover, the cost of selling is higher when salesmen do it all, if only because a good salesman wastes time and money when he does the work of a clerk.

Also, modern sales department methods show that there are methods of increasing sales that a salesman, working alone, cannot develop and use. The firm can

give him information, suggestions and precepts that he cannot obtain for himself.

Now, the recent selling experiences of many men and of many firms is in print and obtainable—in books, magazines and pamphlets. You can profit by it. And if you have not studied this reported experience you cannot be sure that your own methods are the best yet devised.

Do you think your problems are unique? They may have a twist or a quirk here and there that the problems of Smith & Co. do not have; but, to adapt Smith & Co.'s solutions to your own conditions calls only for the same kind of ingenuity and imagination that makes you successful. Don't let the rule of thumb man block you with his "There's nothing in print." His remark means that he is too lazy mentally to read and study and get at another man's ideas through print. He is all for talk and strong on what he has learned at first hand and what other talkers tell him. With other men's experience, as carefully set forth in print, clearly in your mind, you can, other things being equal, always beat the man who merely goes on personal opinion and casual talk alone.

The information that will reinforce the salesman's ability to sell is most economically and effectively acquired and made available by one person for the whole sales force. The one person can present it to the salesmen by notes and bulletins, and that one person is of course your "Expert on Print,"—your librarian.

"Direct, by mail." The words are familiar to every maker and seller. They mean the saving of time, of talk, of traveling salesmen and of countless minor expenditures. Given, the expert writer of letters that appeal, and the expert designer of printed things that also appeal, and the follow-up system at its best, and all are in the market:—add duplicating and addressing machines and a clerical

staff, and you are ready to put knowledge of your goods into the minds of countless purchasers. You bring their buying power to your very door, though they themselves are at their homes and in their shops in a thousand towns and cities scattered all over the world. All this is possible and all this is actual,—if you have the right mailing lists. The mailing list and the mail order have revolutionized distribution methods in recent years. The revolution goes on. The keenest advertising minds are guiding it. No wonder the “Mailing List” is of intense interest to the “Man of Business.”

Many methods of securing names of prospects are in use. Often the list is built up slowly through reports of salesmen, from replies to advertisements, from directories and from lists bought from list brokers and directory houses. The directories needed are not always accessible. In many cities directory libraries are maintained by directory publishers. These are usually open to list makers on payment of a certain sum per hour. They have lists in stock and sometimes they make lists of special kinds, at varying prices.

Public libraries begin to see the value of directories to the business people of their cities and are making collections of them, especially in the larger cities. Some libraries provide typewriters, free of charge, for list making and addressing.

CHAPTER XV

CREDIT DEPARTMENT

Credit men were among the first to break loose from the old idea of secrecy in business dealings. They saw that as needed information was often in the possession of their fellows and not easily obtained elsewhere, they must pool their knowledge.

Up to, say, 1850 the customer asking for credit was generally known personally. He was in business nearby and his reputation was common knowledge. Granting of credit was largely influenced by the character of the man asking for it.

As business expanded and manufacturers sought wider markets, requests for credit came from a distance and the standing of those who asked was unknown.

After the panic of 1837, credit was granted more guardedly and the need was seen for a systematic method of obtaining trustworthy information about would-be creditors. R. G. Dun & Co. and The Bradstreet Co. then established credit agencies and have since supplied a large part of this needed information. Not that the information they supply is all that is needed by a credit department; but it is the one quickest and most generally reliable source for foundation knowledge.

These agencies have had a definite effect on business. Men, like animals, tend to seek safety in secrecy. Civilization—that is, cumulated experience, knowledge, wisdom—tell us that the Every-man-for-himself theory is disastrous. The fight against secret diplomacy is analogous to the fight that has been waging against secrecy

in business. Many business men still resent the request for a statement of their financial condition. But it is a healthy sign that it is becoming customary to go directly to the business firm that asks for credit and request a signed statement of its financial condition. A firm that refuses such a request stands much less chance of receiving credit and opportunities for enlarging its business than one that gives it freely. Opportunities for crooked dealing are thus minimized.

The National Association of Credit Men and The Retail Credit Men's National Association long ago saw that frankness is of the very essence of credit, and have done much to put credits on a sound basis. Groups of credit men form "interchange bureaus," through which the standing of customers known to one firm is open to other firms. The work of these associations has helped to secure the passage of laws that prevent fraud and provide uniform practice in the several states.

If the estimate made by Kinley in 1910 for the National Monetary Commission still holds, then 86 per cent of all business is conducted on credit. Obviously, therefore, the stability of business depends on the decisions of the men who control the granting of credit.

The Credit Department calls for the constant exercise of good judgment, for weighing and balancing facts, and for decisions that are often far reaching. Since the results of bad judgment are particularly disastrous to both the credit man and his firm, and since the cause of poor judgment is generally ignorance, it is evident that the credit man must be well informed in all that pertains to his problems. His wise and helpful decisions are based not only on the facts that surround each case; but also on the knowledge he has previously acquired of underlying principles of credit granting. And that knowledge he found in Print.

CHAPTER XVI

PURCHASING AND STORES DEPARTMENT

For some firms all buying is done by heads of departments or foremen of shops in which the things bought are to be used. Trial has proved it to be more economical generally to have all purchasing done by one department. This is simply one more instance of the advantages of specialization. The man who does all the buying for a factory has data on the tested quality and performance of the materials he has bought; on quantities consumed; on probable future needs; on available stocks in the market; on prices, and on many other facts fundamental to wise buying. He buys in large lots and from tested sources. Buying is his business; and he naturally collects and puts into form for handy use more good buying information than do department heads who buy only at intervals and must make of buying almost a side issue.

One can find plenty of books devoted to the problem of reducing labor costs; but comparatively few on scientific methods of buying. Assume that sixteen dollars includes nine for material and seven for labor; why not have as much literature on saving on the nine as on saving the seven? We certainly do not; yet it will surely be found by all inquirers that scientific method in purchasing is just as helpful in reducing raw material costs as is a like method in reducing labor costs.

In books, journals and pamphlets you will find set down methods of keeping stock available, of supplying it on order, preventing it from getting too low. Also, notes

on location of store room, its equipment of shelves, bins, racks, etc., suited to material kept; all of which have definite relation to cost of operation. To shorten time in keeping needed records of stock, of checking same as received, filling requisitions from factory, etc., appliances are many; such as counting machines, trucks, gravity conveyers; as are also such methods as counting with proportional scales and by weight and estimate. Ways of taking inventories and forms for perpetual inventory are fully described; and duties of different members of stores department, and the clerical work required, are given in detail.

CHAPTER XVII

EXPORT DEPARTMENT

If a man came to the Newark Library and said, "I am interested in the export trade. Tell me what I shall read and what my managers shall read so that we can plan a campaign to work up an export business for our firm," we would say to him: "Buy books," or rather, "Buy print." If you think you can't afford to buy, go to your nearest public library and borrow; or if you are willing to buy and don't know what to buy, ask for information on print buying. To this we should add: Get in touch with the United States Bureau of Foreign and Domestic Commerce. It has agents in all parts of the world who are gathering and forwarding to Washington all kinds of information about business conditions that are of value to the man seeking trade in the country in which they are stationed. Most of these men are taken from active work in some particular industry and are experts in their respective lines.

Subscribe to the Commerce Reports, the weekly journal which is sold by the Superintendent of Documents, Washington, D.C., for \$3.00 per year. This is the organ through which current information on foreign trade matters is distributed to American business men. And send to Washington for the pamphlet Government Assistance to American Exporters, from which you will learn how much the government is doing to promote export trade.

Visit or write the district office in your district and

learn what it has and what it can do for you, and have your name put on the list so that you will receive the Bureau's confidential information on foreign trade. The Bureau of Foreign and Domestic Commerce will send you a list of its publications that bear directly on export trade, and on the particular business in which you are engaged.

No books on export trade can be relied on very long after publication. Details of regulations are constantly being changed, and for this reason it is necessary to keep in touch with the government bureaus, because from them information will be obtained in correct form.

CHAPTER XVIII

CAPITAL AND LABOR

In these days one cannot pick up a magazine which devotes space to current events, and much less a daily paper, without seeing indications that all is not well with capital and labor. Each seems to consider present conditions intolerable. Capital finds grievous fault with labor, and labor is utterly dissatisfied with capital.

If you are a business man you are interested in this capital-and-labor problem. A business man needs to understand it that he may help so far to solve it as to produce results of the greatest possible value to him, with the least possible friction and the least possible expenditure of time, strength and money.

Dissatisfaction is contagious and needs little encouragement to grow in depth and strength. Moreover, dissatisfaction interferes with profits. How can it be eliminated?—or reduced to lowest terms?

Machines do not get dissatisfied—if they are properly oiled and cared for, and this oil-and-care work is almost an exact science, easily mastered. Human beings are not so easily handled. Human beings have dispositions, temperaments; and frequently physical and mental shortcomings, as well. Small wonder, then, that adjusting industrial relations to the mutual satisfaction of all human beings involved is a task that calls for much wisdom.

More print and more time and energy of employer and employed are given to this question of overcoming

dissatisfaction today than ever before. To cope successfully with it what does the alert business man need to know? First, all discoverable facts about actual conditions in his own kind of business, and also in other kinds of business; for no business can live unto itself alone. And, next, facts about business in other parts of the world; for in these times the combined businesses of no country can live unto themselves alone. And, then, ways and means that are being tried to better conditions in all parts of the world. And, finally, methods proposed to remedy evils and improve business, and discussions of these methods.

He needs to be informed on all proposed remedies, even if they are quack cures—even if they are wrong to the point of being hurtful to him and his enterprise. A man can overcome his opponents better if he knows what they are doing, thinking, planning; if he knows their motives and purposes; in short, if he understands their psychology. It is quite as important and desirable that men be informed about the “other side” in business, in the war of capital and labor, as it is in the war of nations. Obviously the first step to take toward avoiding unnecessary friction and dissatisfaction in business relations is to learn the opponent’s point of view.

Manifestly, no one man can master all this information. Much of it may be found in books, magazines and pamphlets.

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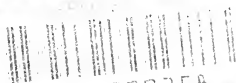
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